

# The Booming Workforce

A CoreNet Global and Johnson Controls Survey  
Research Project



# Introductions

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## Johnson Controls has three world class, growth businesses



### Automotive Experience

240 locations  
\$ 20 billion

Global leader in automotive seating, overhead systems, door and instrument panels, and interior electronics



### Building Efficiency

500 locations  
\$ 14.9 billion

We create buildings and environments in 125 countries that help people and businesses achieve



### Power Solutions

27 locations  
\$ 5.9 billion

Global leader in lead-acid automotive batteries and advanced batteries for Start-Stop, hybrid and electric vehicles

# Global WorkPlace Solutions is the world's largest Real Estate and Facilities Management business

## We are a single source service provider of:

- Real estate portfolio management services
- Design and construction management projects
- Facilities and energy management solutions

- More than 21,000 employees in 75 countries
- Growing at a rate of 2,000+ employees per year
- We run the largest innovation program for our industry in the world
- 1.8 billion square feet of commercial real estate under management, more space than all the buildings in Paris or Washington
- Customer retention ratio averages over 95%
- A partner for the long-term — some customer relationships span more than 25 years

## Overview

Advances in healthcare and medical intervention combined with falling birth rates and changes to the retirement age have all contributed to a population that is growing older, and working longer.

# What does that mean for the future workplace?

CoreNet Global and Johnson Controls '**Booming Workforce**' Survey explores the readiness of the workplace to support older workers.

- **HR Processes**
- **Learning & Development Opportunities**
- **Physical Workplace**

## Setting the scene . . . . Survey demographics

**55+** age people identify as being an older worker

**8%** identify this as **70+**

**98%** plan to work after **55** . . .

**24%** of these after **70**.

### Primary drivers for an older workforce?

- Financial necessity **85%**.
- Sense of achievement **50%**
- Mental challenge **47%**
- Social interaction **44%**

### Why is this important to our business?

'People are our USP'

People provide the **competitive edge**.

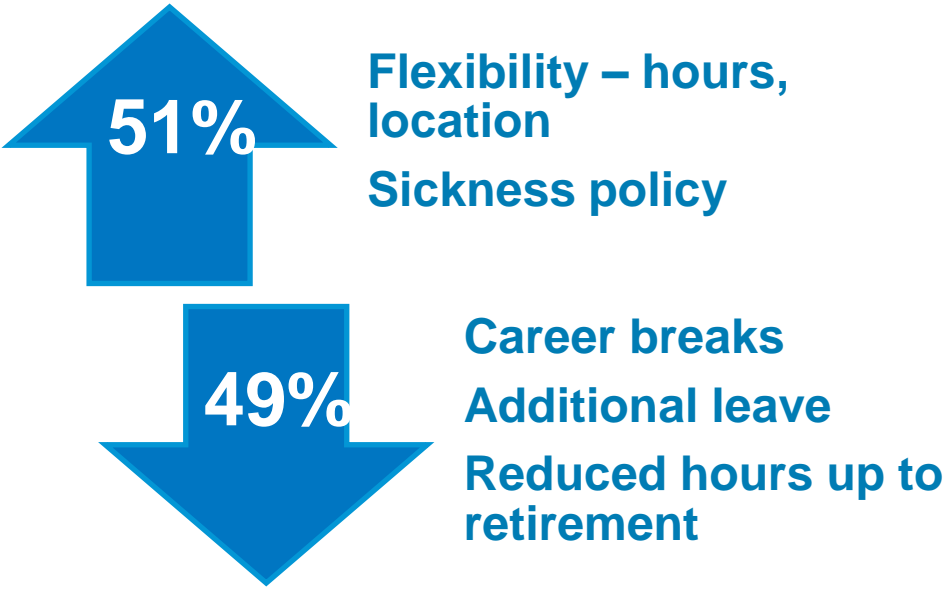
Flexible approach – **one size does not fit all**

Real Estate/Property professionals have a key role to play

**Research has focused on Generation Y. We want to balance this with a focus on the booming generation**

# How effectively do HR processes support older workers?

# HR Processes – Current State



## What processes does your organization currently provide?

Flexibility of location - work from home	71%
Flexibility of hours - outside of 9-5 working	49%
Flexibility of location	47%
Flexibility of hours - part time working	45%
Sickness policy	44%
Flexibility of hours - compressed week	26%
Time off for caregivers	26%
Reduced hours leading up to retirement	23%
Career breaks/Sabbaticals	22%
Annual leave - the ability to buy additional annual leave days	18%



# Attracting & Retaining Talent

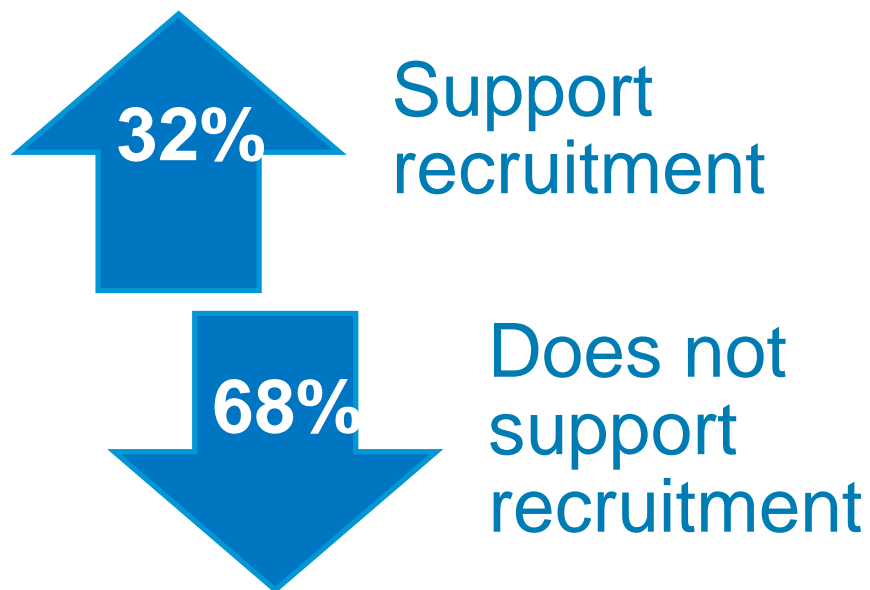
## What would encourage people to stay after 55?

- **Flexibility**
- Part time working – 62%
- Work from home – 63%
- Compressed week – 43%
- Reduced hours to retirement – 46%

## Considerations for choosing an employer after 55

- Satisfaction with job role/activities - 75%
- Access to healthcare benefits - 74%
- Competitive pay – 63%
- Flexible hours – 62%
- Company culture scored 61% (link to loyalty)

## Does an organizations approach to recruitment actively support the recruitment of workers 55+?



- Greater focus on the Gen Y & younger workers
- Younger workers considered innovative – particularly in the technology industry
- Older workers = expensive
- Younger workers = cheaper
- Organisations have a lot of older workers so are targeting younger workers
- Limited visibility of 50+ recruitment

# Key thoughts and considerations

- Flexible processes are key
- Important that organisations have clear visibility around HR process.
- Needs to be a greater sense of value in the organisations in supporting older workers
- Company wide process for encouraging diversity for older workers
- Access to healthcare benefits 60+

**“Good policies, but much more dedication and support in seeing them through to be effective”**

**“renegotiation of work schedule - subject is not openly approached”**

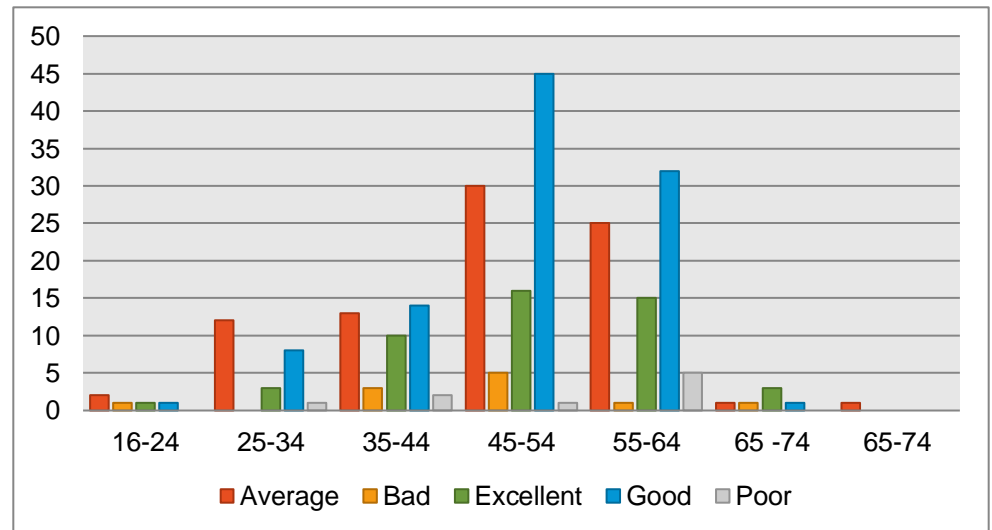
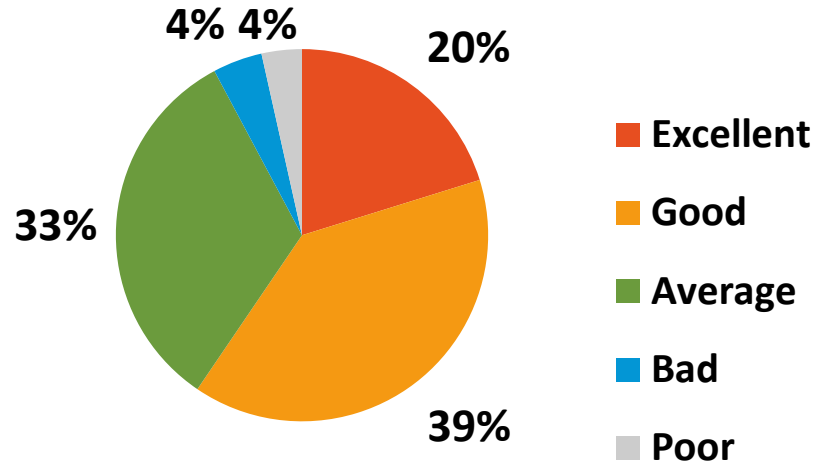
**“use elder colleagues knowledge more, provide dedicated projects, allow them to coach younger workforce more”**

**“The culture is youth oriented”**

# How effectively do learning & development opportunities support older workers?

# Learning & Development at any age

- ❑ 77% of respondents believe that learning & development opportunities are offered regardless of age
- ❑ 42% of organizations have mentoring programs
  - ❑ 33% formally led, 67% informal
- ❑ 62% of organizations offer diversity training – encourages dialogue of any diversity



# Learning & Development – how do people learn?

## Preferred method for learning & development

## Format offered by organizations

Instructor / classroom led	63%	Instructor / classroom led	62%
Small group discussion sessions	48%	Online learning – self led	66%
On the job training and workshadowing	46%	Webinars	56%
1:1 coaching and instruction	40%	Online learning – tutor led	33%
Online learning – self led	38%	On the job training and workshadowing	42%
Webinars	38%	Small group discussion	29%
Self learning from books and journals	24%	Journal subscriptions	27%
Mentoring schemes	25%	1:1 coaching and instruction	25%
Online learning – tutor led	22%	Book library	15%

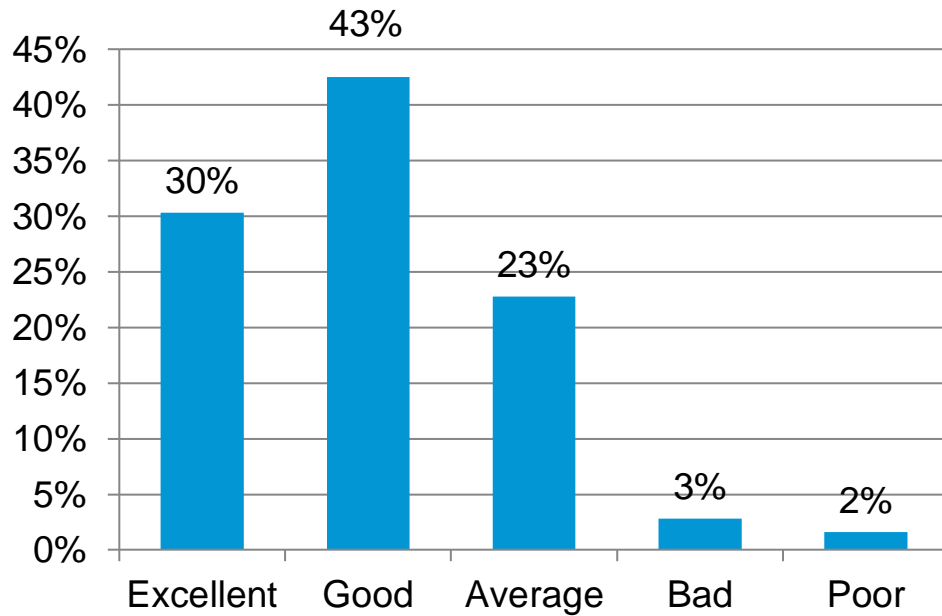
## Key thoughts and considerations

- Respondents feel that they will have access to learning & development opportunities as they age
- Need to establish a link between the way people learn & opportunities available
- Take care when moving to virtual and online methods of training
- Share the skills and knowledge through mentoring, coaching, workshadowing and on the job training
- Use diversity training sessions as a forum for introducing age in the workplace as a topic

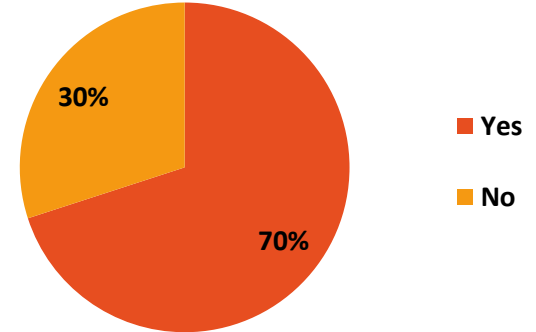
# How does the physical workplace support older workers?



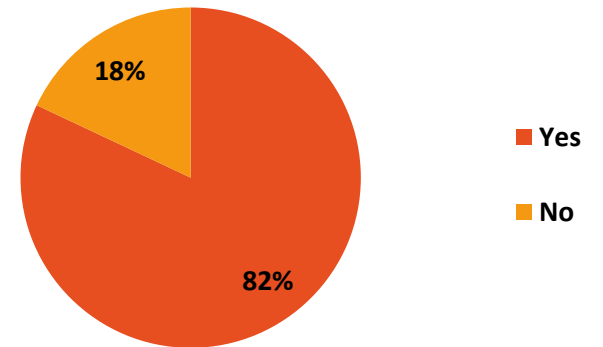
# How does your current physical work environment support your day to day work?



## Open floor plan?



## If yes, supportive of work?



# Physical work environment – supporting work activities

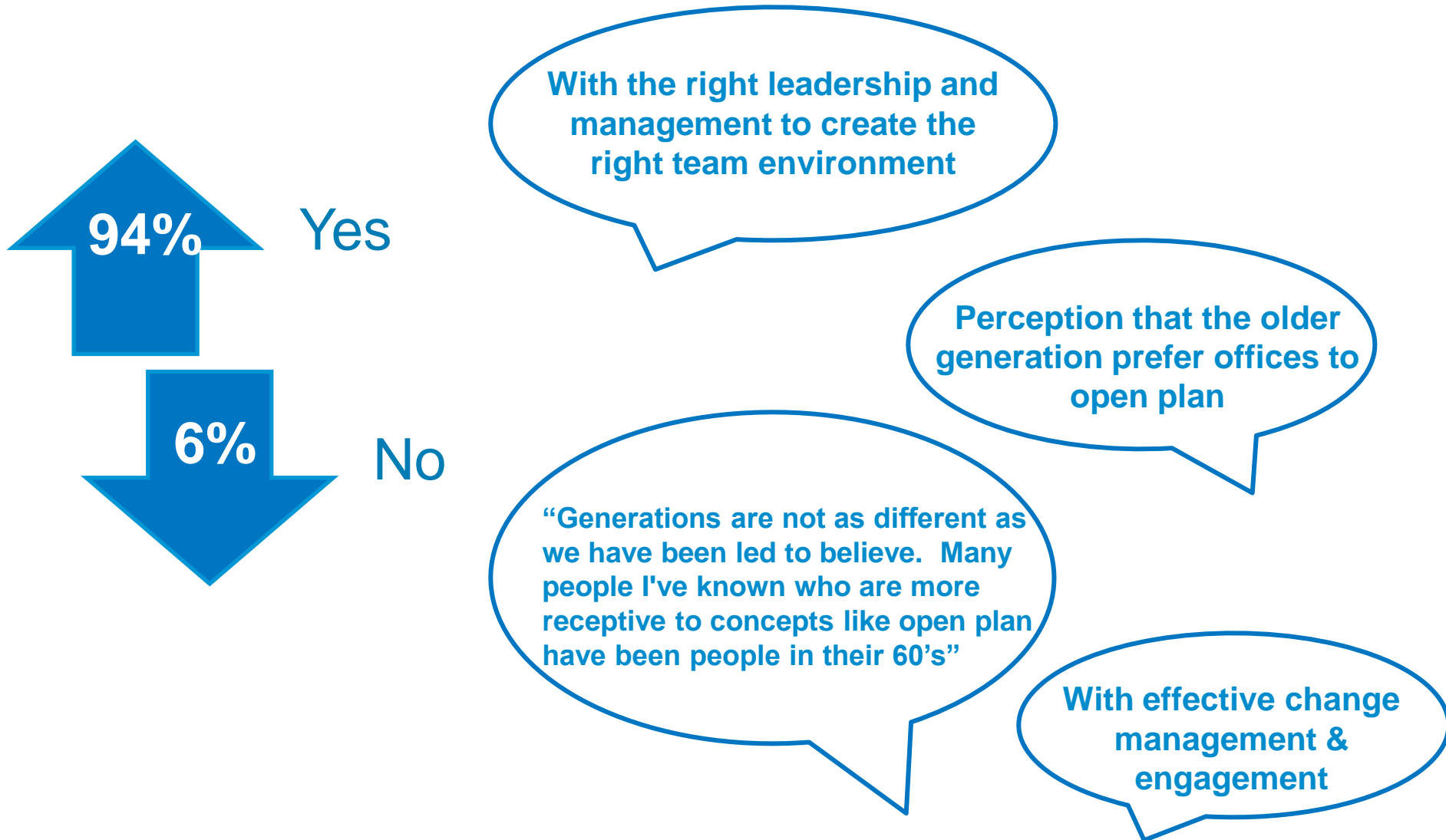
## Elements that Support

- Respondents most satisfied with Environmental factors - lighting & temperature
- Vehicular access and transport
- Work spaces (44 – 59%)
- Less satisfied with way signage and directions (29%) and activity spaces i.e. Gym (22%)

## Future Considerations

- Flexible furniture arrangements – 42%
- Providing the right work spaces
- Providing spaces for activity i.e gym 30%
- Easy to use technology – 30%

# Can a multi-generational workforce effectively use the same workspace?



# Conclusions

- ❑ One size does not fit all - Flexibility and adaptability is key – important to create flexible and adaptable option in terms of HR Process, L&D opportunities and workplaces
  
- ❑ Focus on changing perceptions
  - ❑ Perception of older workers as lacking innovation, adverse to change
  - ❑ Perception of alternative workplace designed for younger generation
  
- ❑ There is less of a generational difference in peoples requirements – age is less relevant than ‘inclusion for all’

# Appendix

# The Participants

The survey was issued to people across the Corenet membership . We had **291** respondents

**52%** Male      **48%** Female

**96%** are full time workers.

**2.1%** identified themselves as disabled

Respondents came from a number of industries

Industry	Response Percent
Financial Services	15%
Pharmaceuticals & Life Sciences	4%
Manufacturing & Industrial	13%
Technology	9%
Retail	1%
Telecommunications	2%
Public sector	2%
Education	2%
Other (please specify)	<b>52%</b>

*mix of  
Real  
Estate,  
Property  
& FM  
profession  
nals*

No of years	Response Percent	Response Count
<1	11%	31
1-3	23%	67
3-5	15%	44
5-10	20%	58
10+	31%	88

## Age range

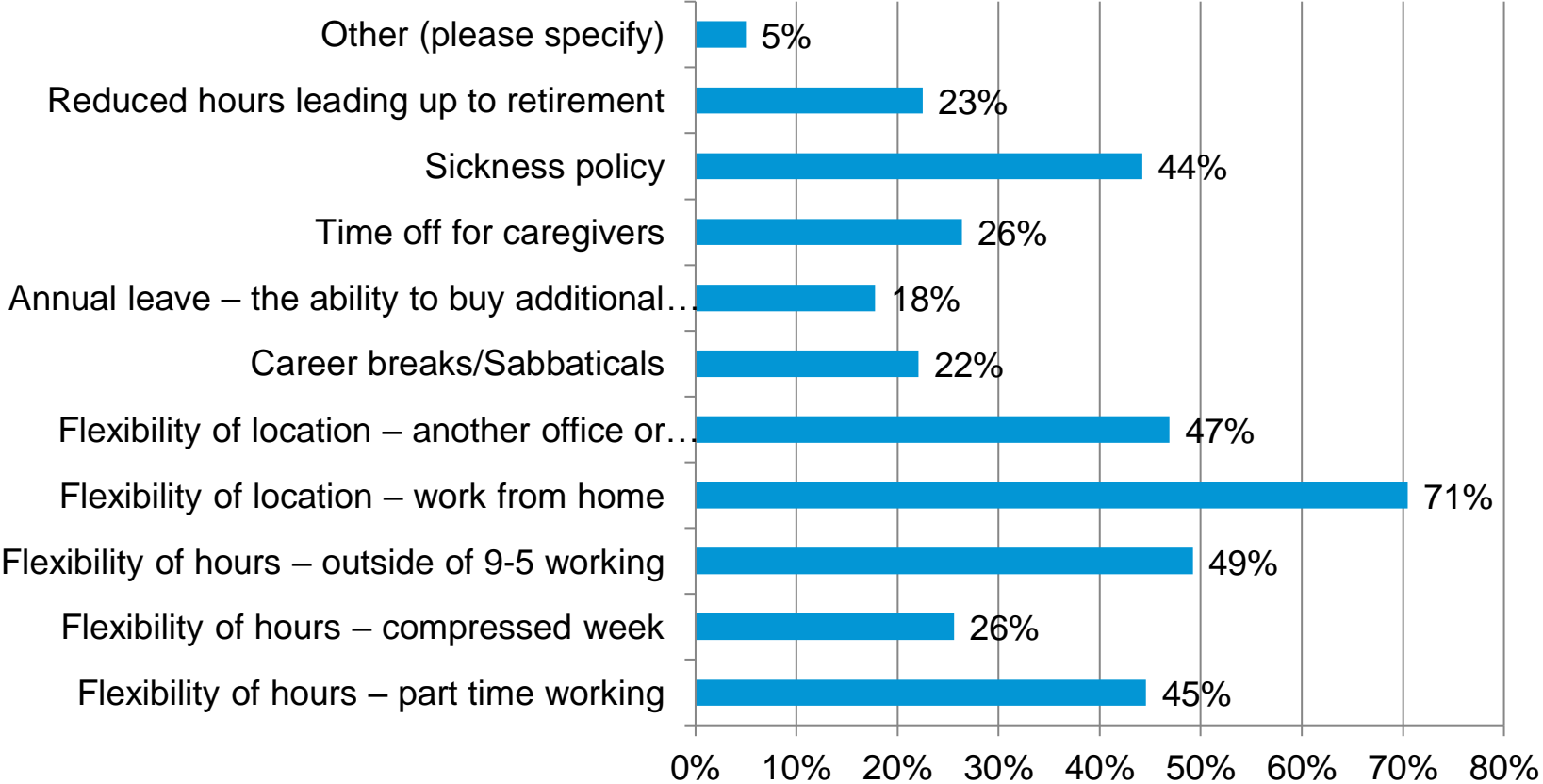
The ages of respondents varied

Age	Response Percent
75+	0%
65 -74	2%
55-64	29%
45-54	<b>38%</b>
35-44	17%
25-34	12%
16-24	2%

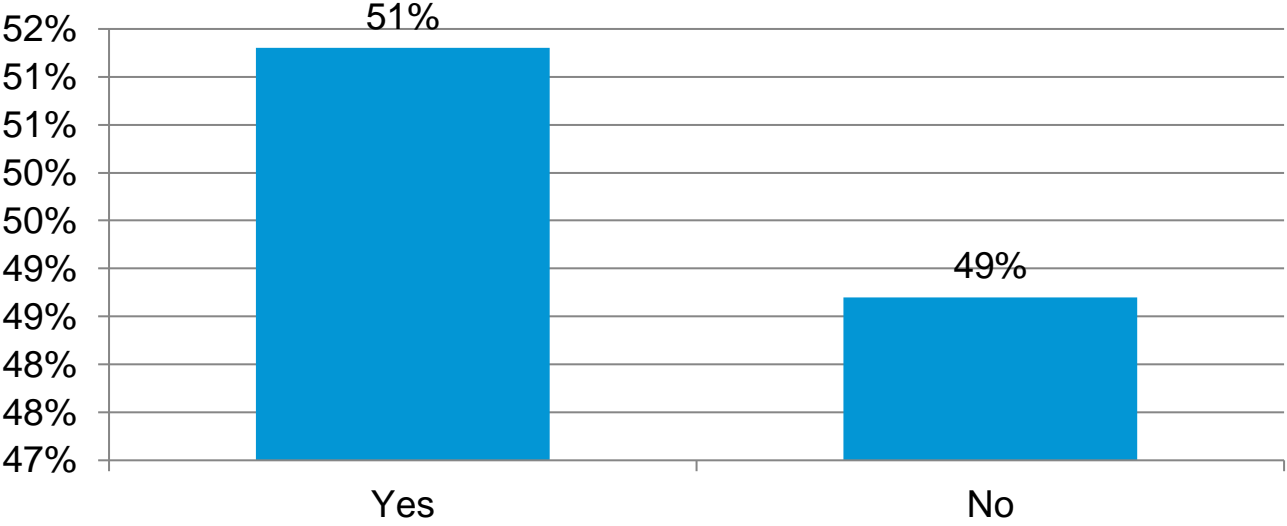
... and they came predominantly from the North America region

Geography	Response Percent
North America	<b>74%</b>
Latin America	0%
Middle East	1%
Europe	12%
Australia/New Zealand	8%
India	1%
China	0%
Japan/South Korea	0%
Southeast Asia	3%

**From the list of HR processes below that we feel support the retention of an older workforce, please identify which you think are currently provided by your organization.**

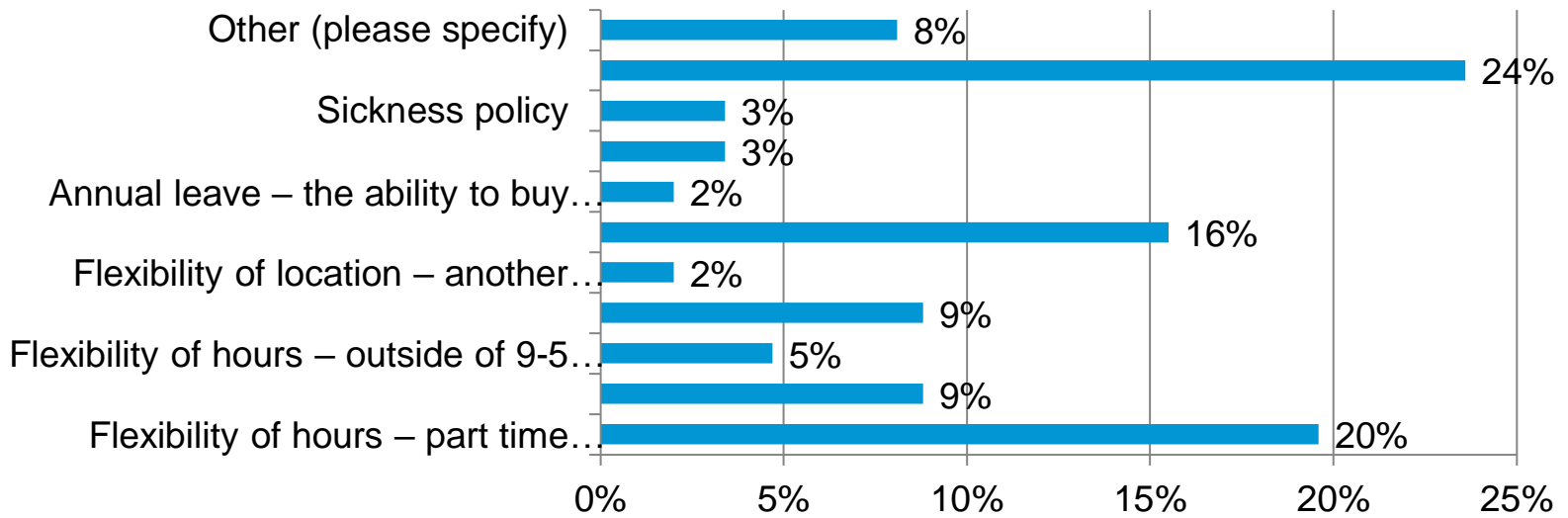


# Overall do you think that the processes that your organization currently provides from the list above adequately support an older generation in the workplace?

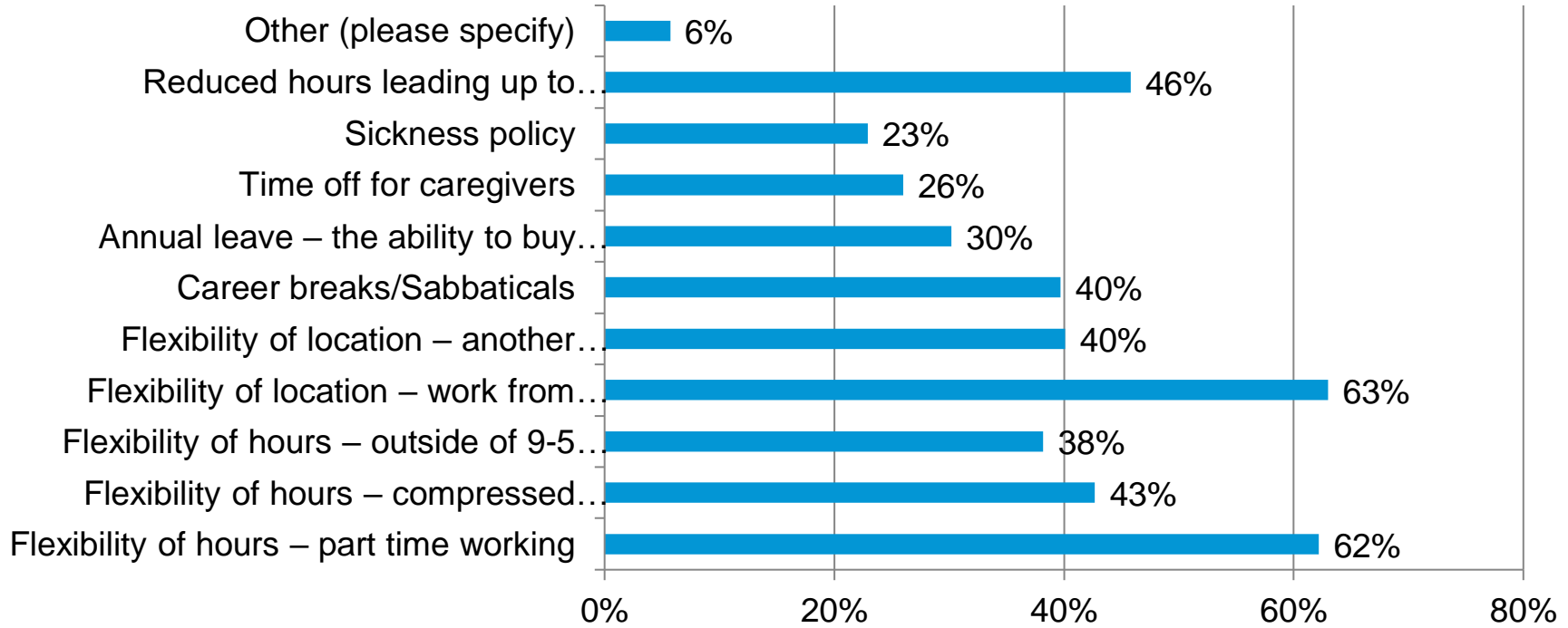




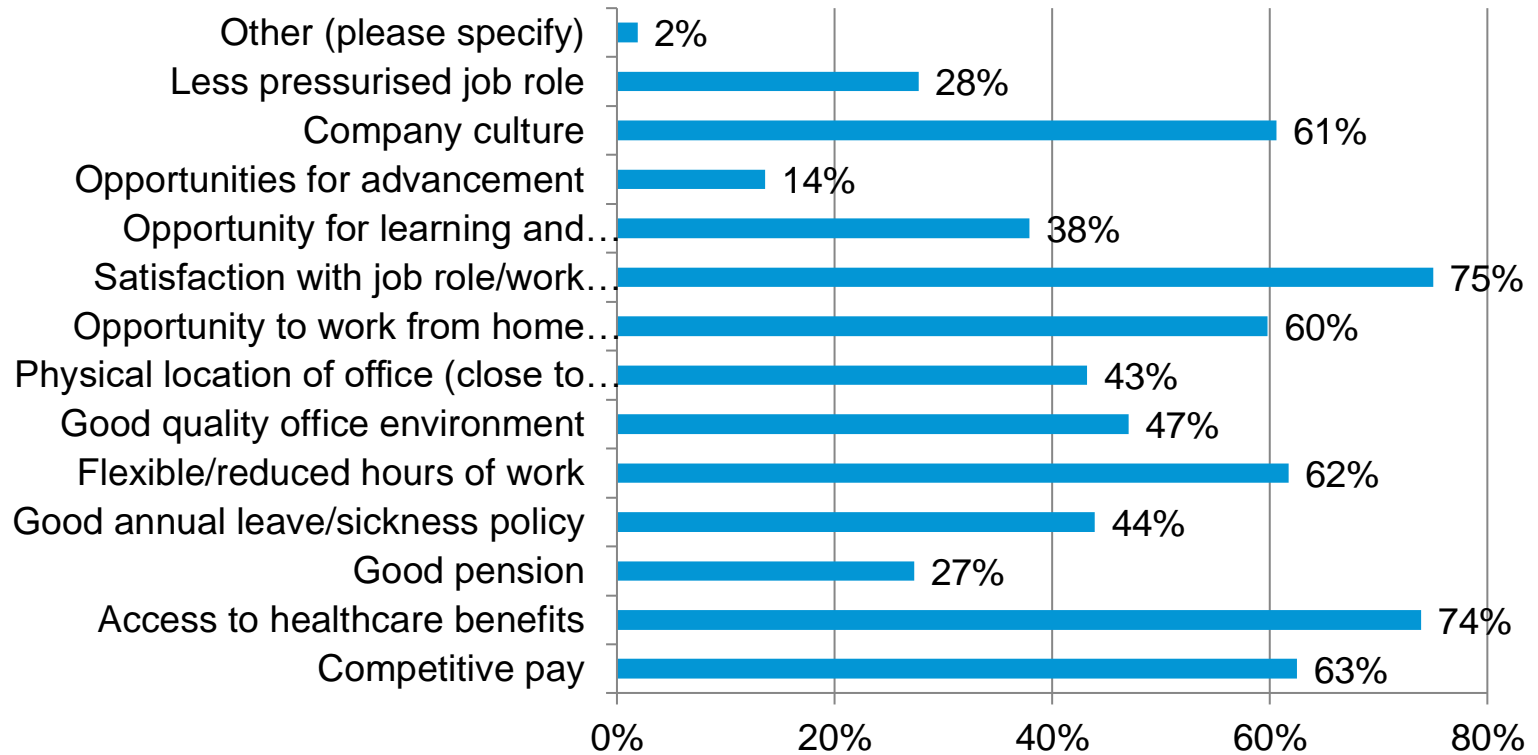
# If No, what processes could the organization introduce to better support an older workplace? (Please consider the processes from the list below and/or any additional recommendations)



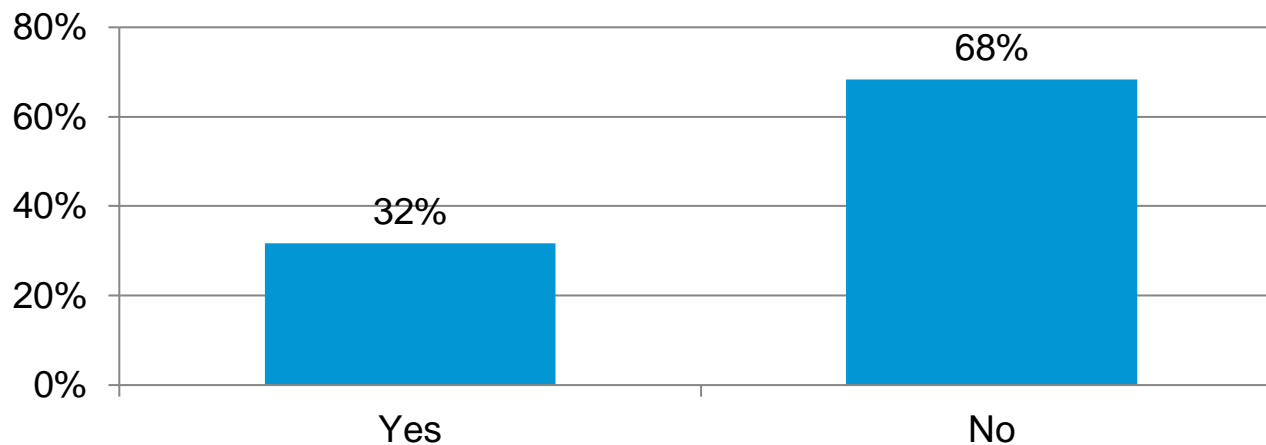
# What processes do you think would encourage you to remain in the workplace after 55. If you are currently 55+ then consider what would encourage you to continue in the workplace. (Please select all that apply)



# What would be your key considerations for choosing an employer as an older worker? (Please select all that apply).



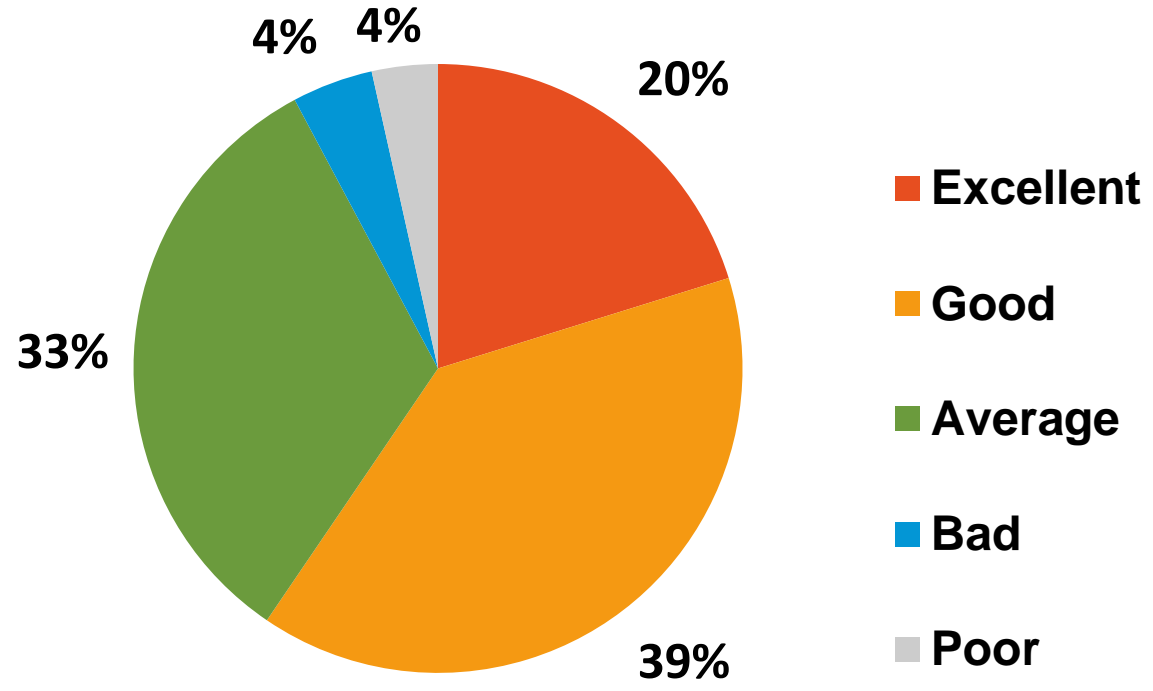
## Do you think that your organizations approach to recruitment actively supports the recruitment of workers who are 55+?



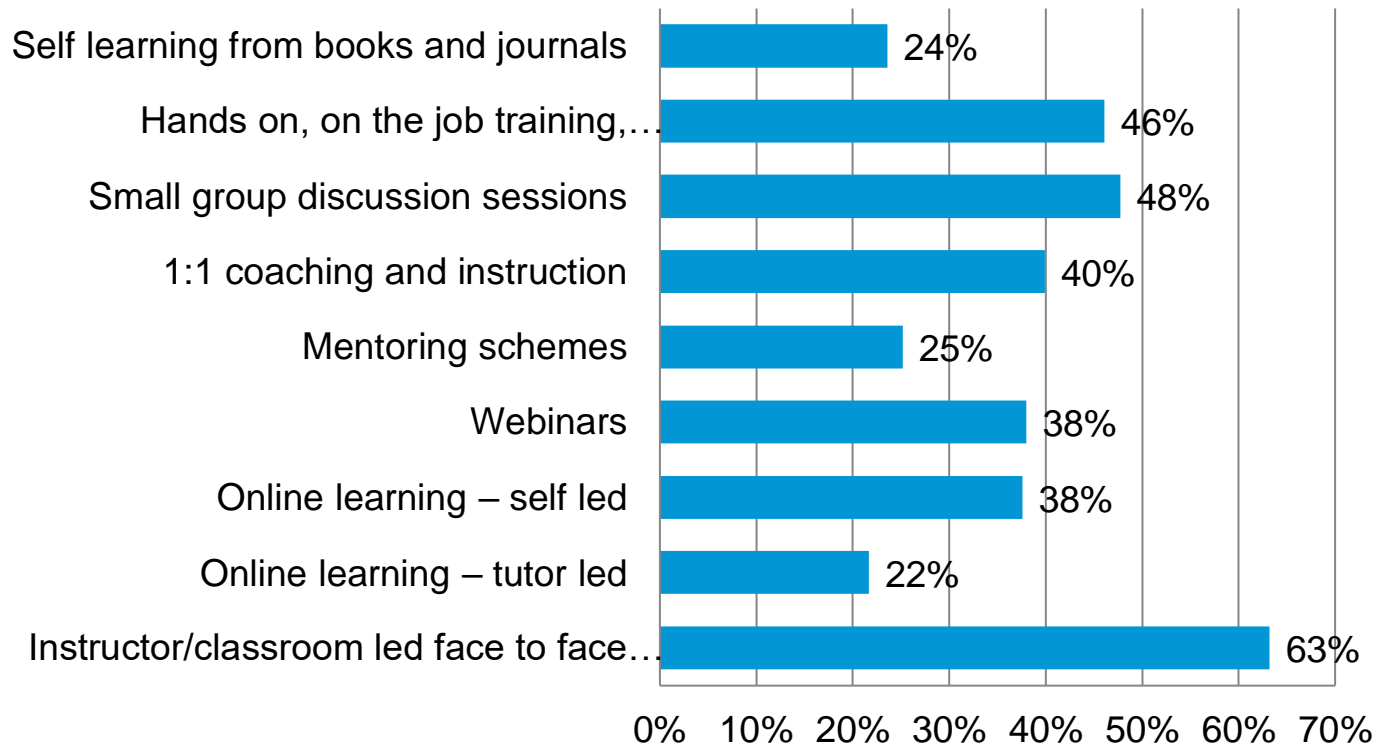
### If No, please tell us why:

- As a younger worker I am not familiar with policies that will affect me in 20+ years time
- Industry generally looks for younger people. Industry does not pay particularly well
- In telecommunications industry, older workers are considered expensive and a liability
- Company actively targets younger market - new blood and lower pay expectations
- The company is constantly looking for ways to encourage retirement, reduced hours, less pay grade. Hiring or retaining older workers is looked down upon.
- Too much focus on young people
- We are cutting edge on technology fronts and recruit from universities primarily

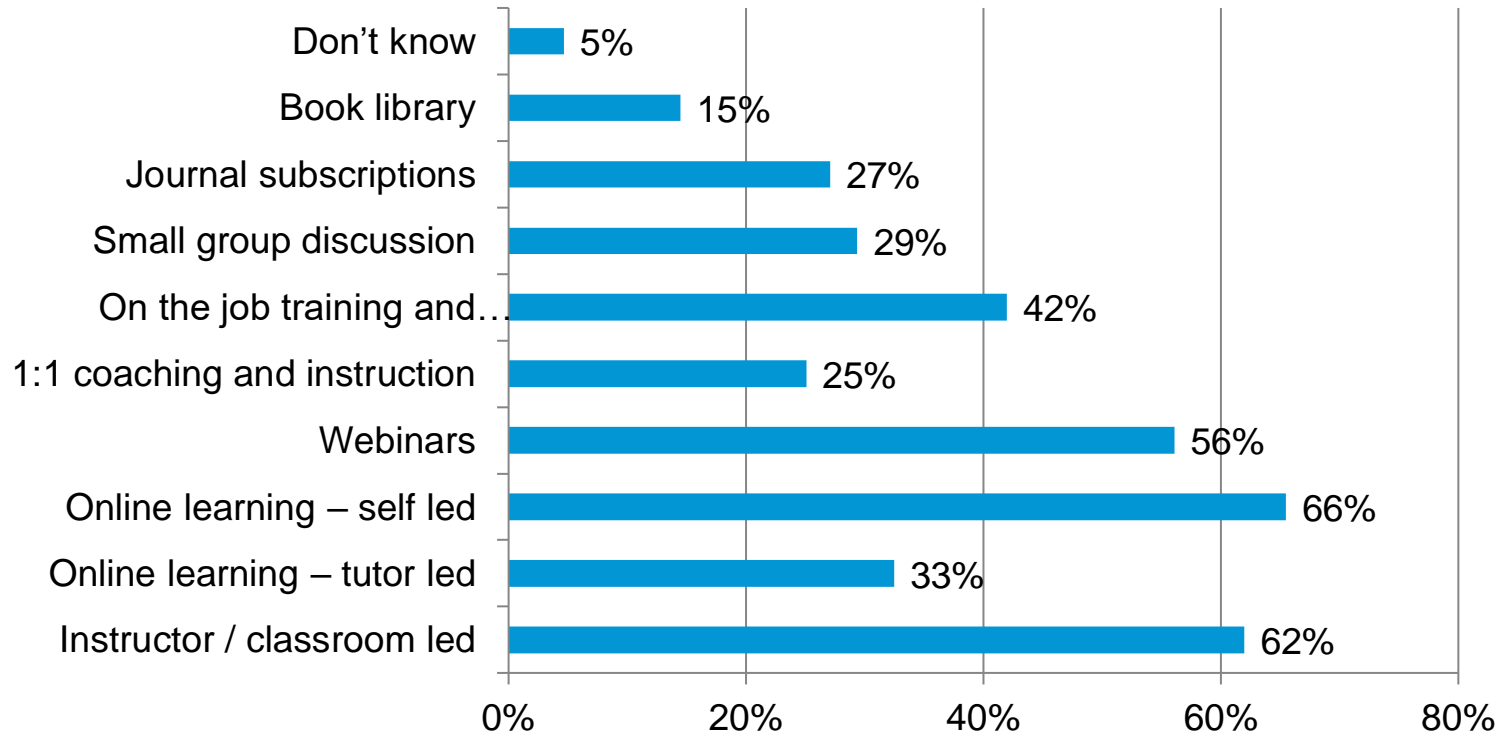
# How would you rate the learning and development opportunities within your organization?



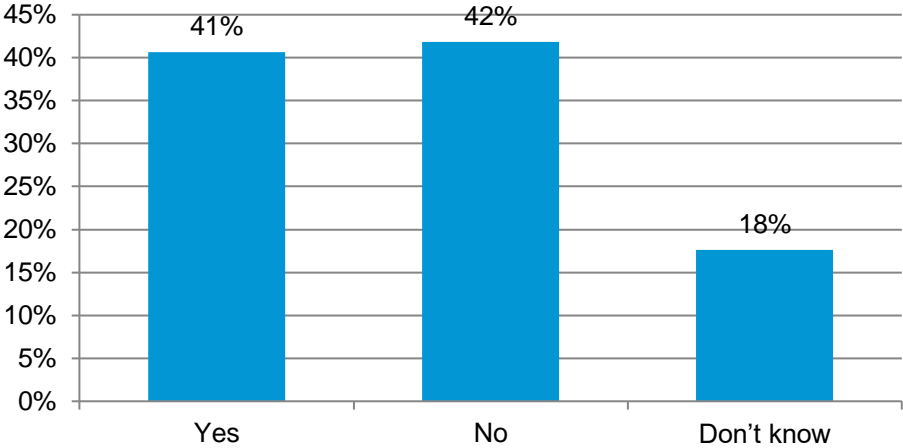
## What type of technique for learning and development do you prefer? (Please select all that apply).



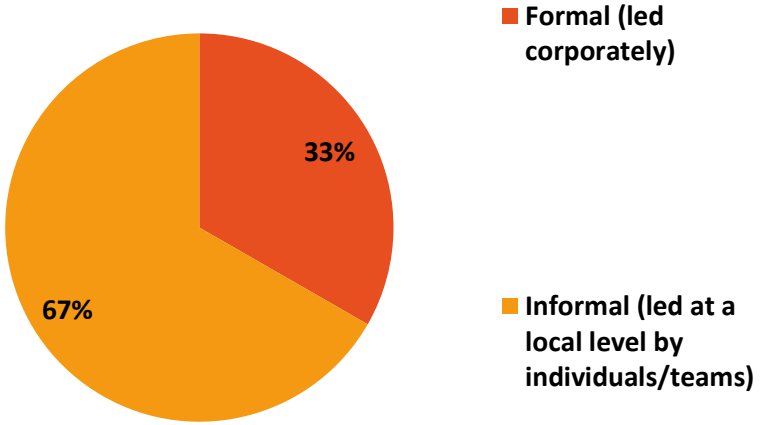
# What type of learning and development format does your organization offer? (Please select all that apply)



# Does your organization make use of mentoring and coaching programs to ensure succession planning and knowledge transfer from older to younger workers?

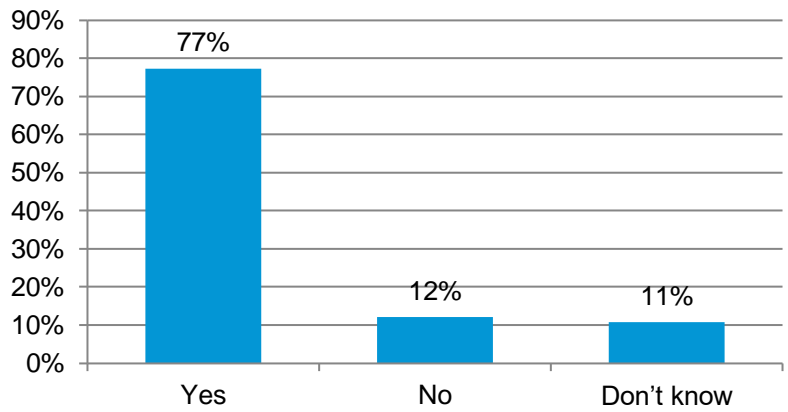


Are these mentoring/coaching programs ...

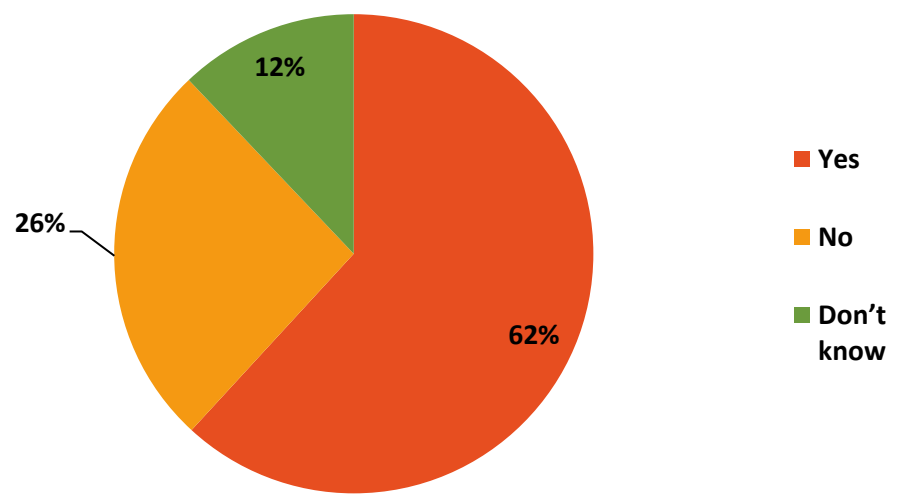




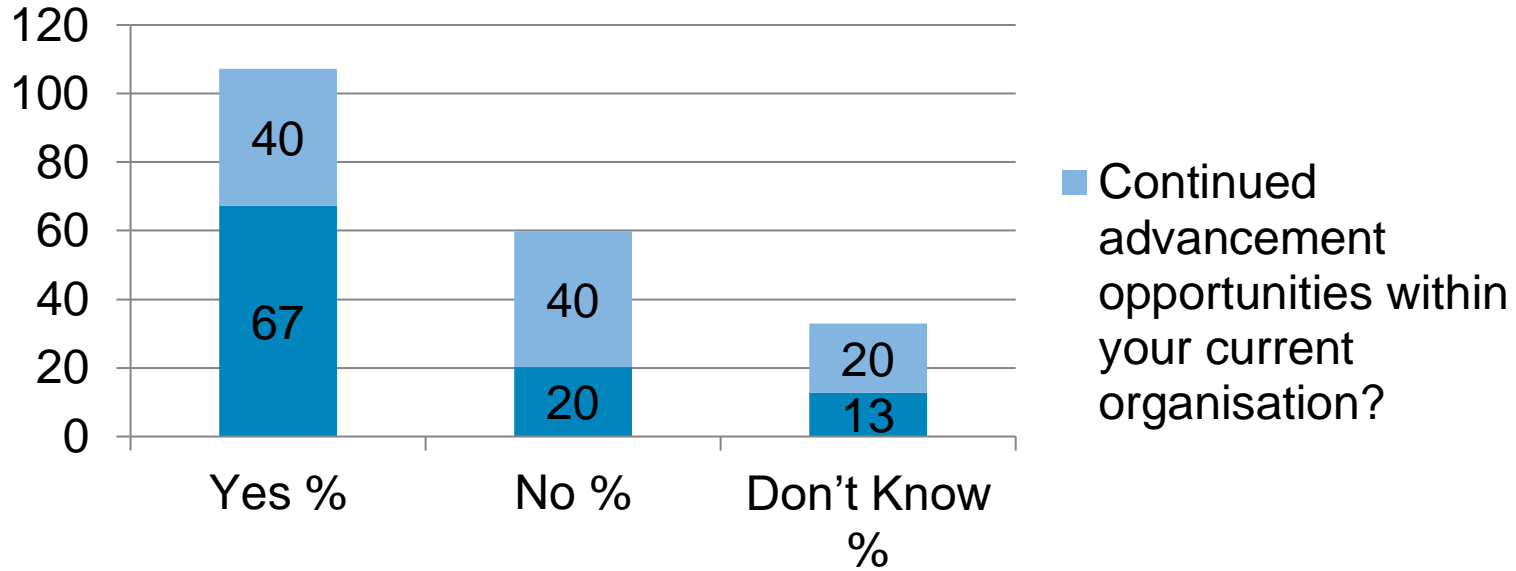
# Do you think that learning and development opportunities are offered to all employees within your organization regardless of age?



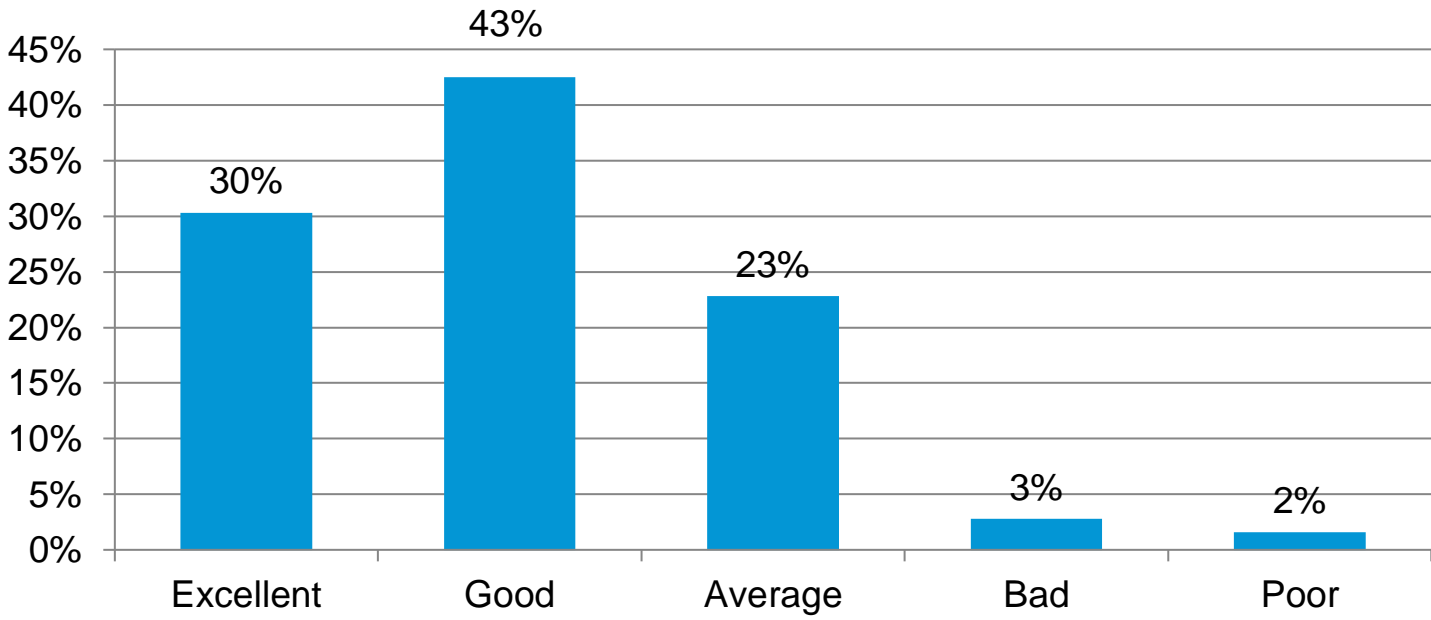
**Does your organization provide diversity and inclusion training?**



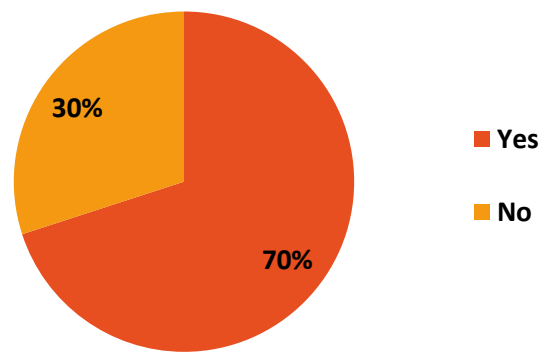
### As a current/future older worker are you confident that you have/will have:



# How do you feel that your current physical work environment supports you in your day to day work?

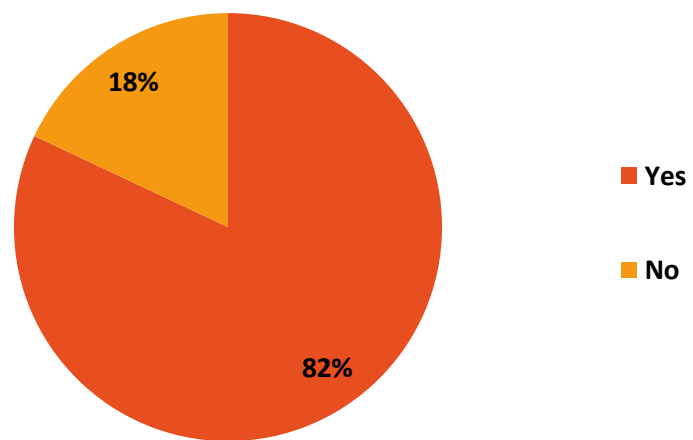


## Do you currently work in an open plan/concept working environment?

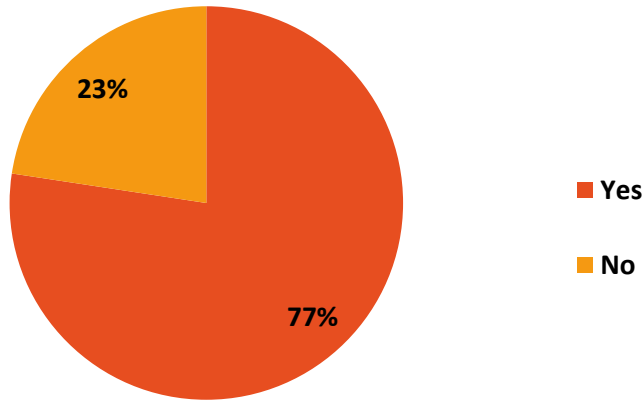


Of those who said yes to the previous question:

**Do you think that an open plan/concept working environment supports you in performing your daily work activities?**

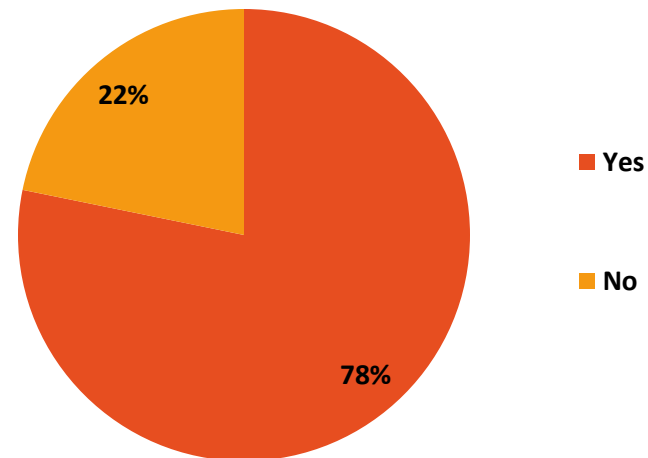


## Have you previously worked in an open plan/concept working environment?



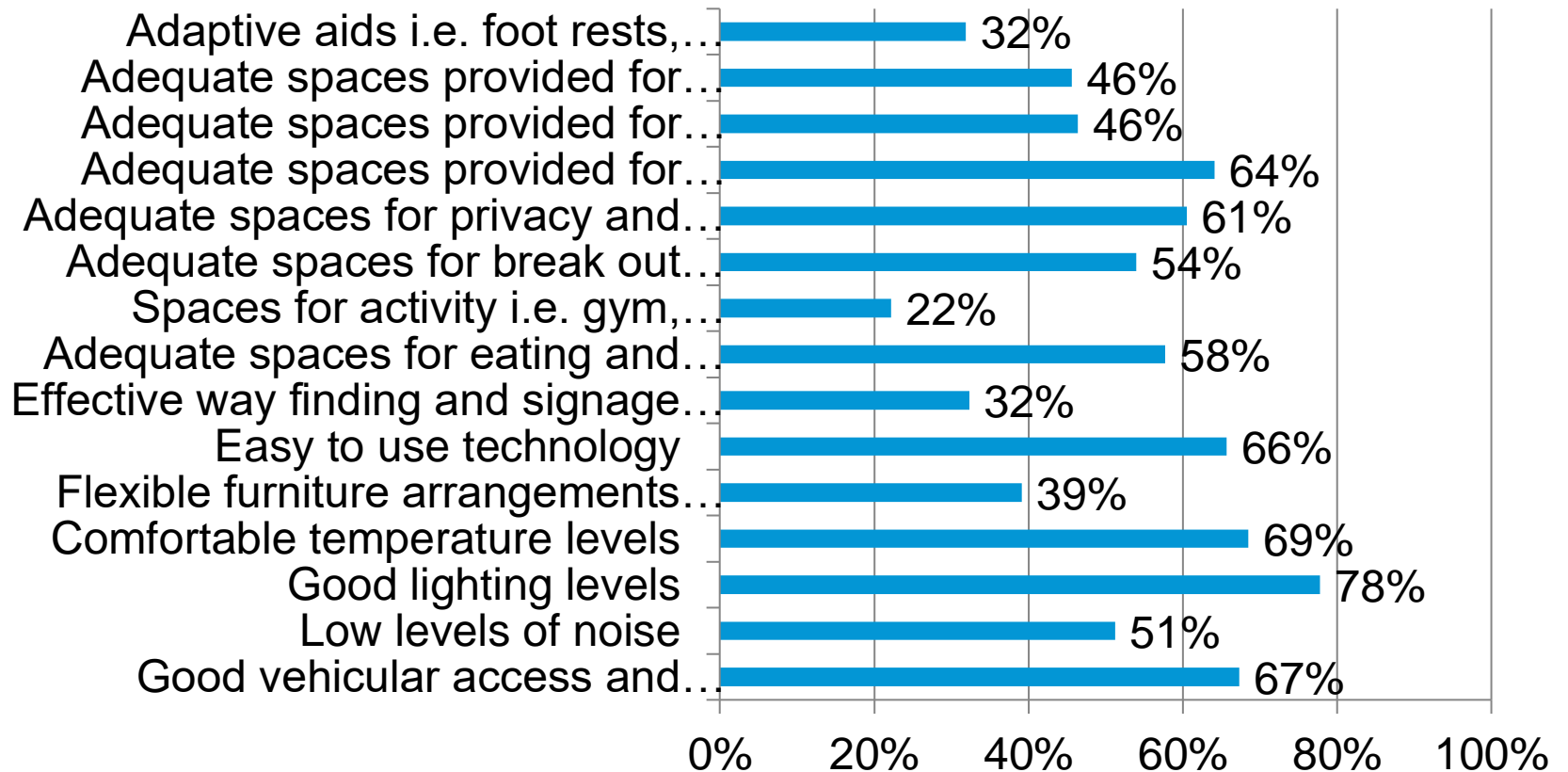
Of those who said yes to the previous question:

**Do you think that an open plan/concept working environment supports you in performing your daily work activities?**

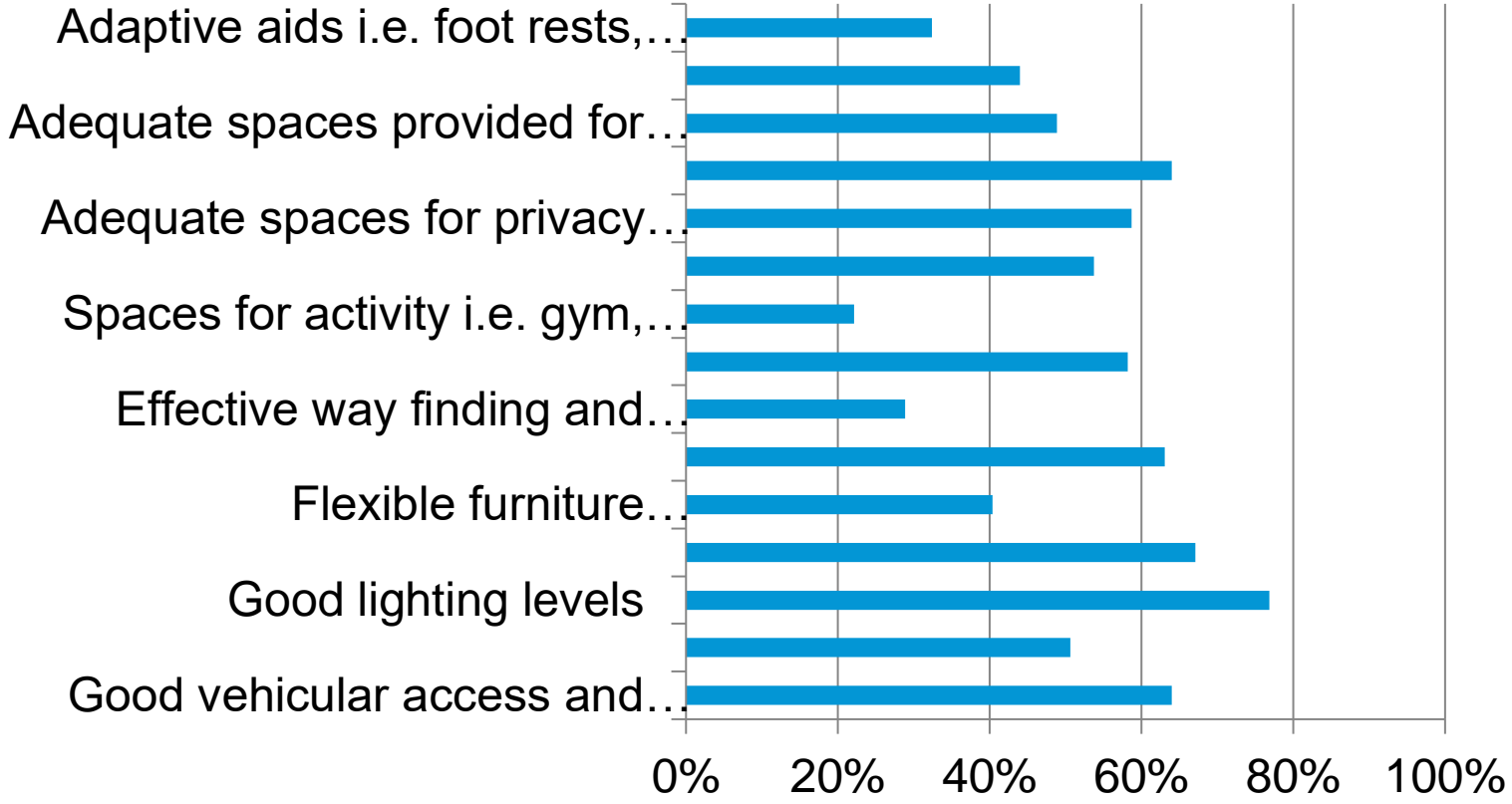


## Identify the elements of the physical work environment that you are satisfied with and support you in your work. (Please select all that apply).

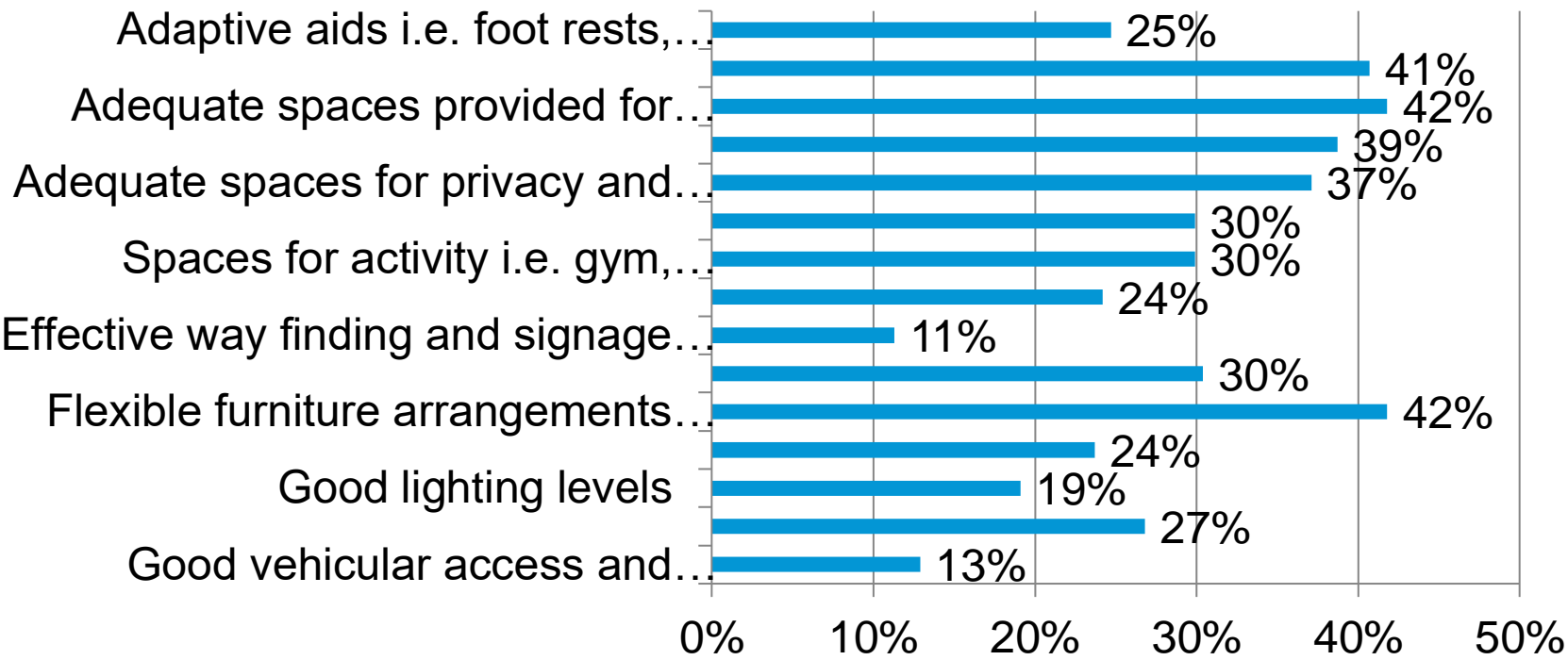
Of those who said yes to the following question: Do you currently work in an open plan/concept working environment?



Identify the elements of the physical work environment that you are satisfied with and support you in your work. (Please select all that apply).

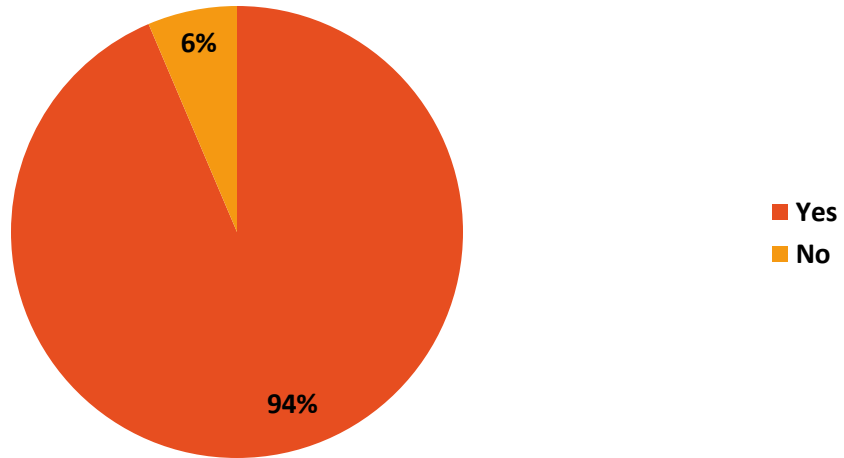


**Identify the elements of the physical work environment that you would like to introduce to your workplace to support you in your work. (Please select all that apply).**

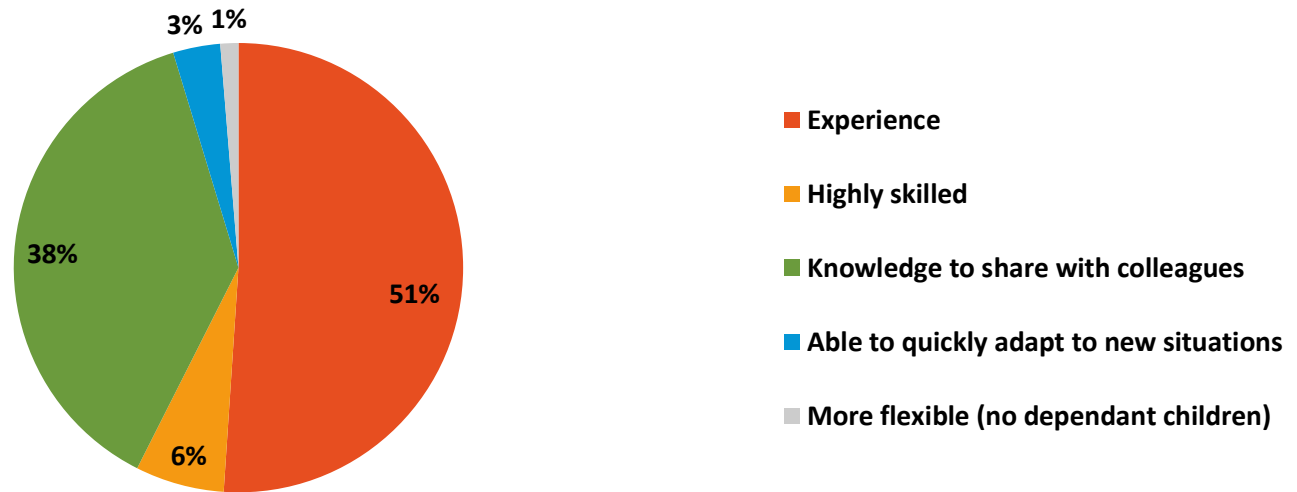




# Do you think that a multi-generational workforce can effectively use the same workspace?



## What do you think the key advantages are of being an older worker?



# What do you think the key disadvantages are of being an older worker?

